

# build the planning team

## Overview

Once you have the support for initiating the mitigation planning process, it is time to identify a group of dedicated and interested individuals to be on your planning team. These individuals will be the "workhorses" who will see the planning process through. Selecting members who are a good fit will become critical to the eventual success of your community's mitigation planning process. Creating a planning team can be one of the most challenging aspects of the process. Involving a variety of people from different segments of the community will allow all sides of the issues to be examined and will help ensure broad-based support for the plan. Many communities already have a Local Emergency Planning Committee (LEPC) in place to deal with hazardous material (HAZMAT) spill contingencies and to improve the safety of all agencies involved with HAZMAT. Some LEPCs deal with natural hazards as well, and they would be a good base from which to build your planning team.

If your community has developed a comprehensive plan, you may want to identify those who participated in the process and add them to your mitigation planning team. Alternatively, you could determine that the mitigation planning process could be integrated into the existing comprehensive plan.



**In CRS, reference is made** (and points are given) for involving community *staff*, the *public*, and *stakeholders* in the flood

mitigation planning process as the planning "committee." To obtain maximum points under CRS, you may wish to organize your planning committee or team (as referenced here) according to the CRS approach. Additionally, points are awarded if a planner prepares the plan. Regardless of the approach used, make sure that you take into account the unique strengths and weaknesses of those available in your community to help create, implement, and maintain the plan.





## Consider Establishing a Steering Committee

Some communities or states may find the need to first organize a core group of individuals into a steering committee. This group will provide leadership and support in the early stages of creating a mitigation plan, oversee the planning process, and be the point of contact for the various interest groups in the community or state. This steering committee may later be absorbed into the larger planning team.

Depending on the size of your community, you may have a wealth of potential candidates from which to choose. Consider selecting candidates who have the trust and respect of others and can represent different interests within the community. Ideally, you would like to have representation from each major interest group in the community on the committee.

When selecting potential steering committee members, look for people who:

- Possess the ability to command the respect of citizens, businesspersons, and government elected officials.
- Are visionary and open to new ideas.
- Have the desire, time, and commitment to address the issues.
- Have the ability to communicate planning and hazard concepts to colleagues, citizens, and others.
- Have opposed mitigation planning, or planning in general, in the past (theory of inviting your "enemies").
- Understand local politics and issues.
- Have planning experience or hazard knowledge.

The planning team should consist of community leaders, representatives of local government agencies, business owners and operators, interested citizens, and anyone else who has an interest in reducing hazards in your community. While it can be a challenge to bring together all of the experiences, personalities, resources, and policies in your community, it is nonetheless a critical part of the planning process. It is especially good to include past activists or "squeaky wheels" because this will bring them into the process and hopefully educate them, as well as other committee members, on why certain projects are or are not feasible, including projects which are of particular concern to them. Ensuring that your team has an equitable and diverse representation will enhance your planning efforts and help build support for mitigation.

## The American Planning Association

(APA) is a professional association to which many planners belong. Planners can be certified through the American Institute of Certified Planners, a subsection of APA, by passing a comprehensive exam. These individuals must meet certain criteria for planning experience and demonstrate their knowledge of a wide variety of planning subjects and professional ethics.



## Procedures & Techniques

### Task A. Create the planning team.

The planning team should be built on existing organizations or boards whenever possible. Larger communities may want to consider building on capabilities that already exist within their agencies and departments. For example, as mentioned previously,

LEPCs can provide a good base from which to create a planning team.

The planning team can welcome anyone who is available to participate regularly in the meetings. Smaller subgroups may have to be established later in the process if there are numerous issues the team wants to explore, if hazard-specific groups are desired, or if the number of stakeholders is too large for effective discussion of issues.

1. **Select a chair of the committee.** An experienced chair will understand how to navigate issues related to team momentum, conflict, team composition, and schedules for completing tasks.
2. **Determine your stakeholders.** Stakeholders are individuals or groups that will be affected in any way by a mitigation action or policy and include businesses, private organizations, and citizens. There is no "best" way to identify stakeholders; indeed, the stakeholders you involve may change several times during the mitigation process as the needs or focus of the team or processes change. Brainstorming with the planning team is a good way to bring to light candidates that you may have missed earlier. Discuss the following questions with



### Planning Team members

should think about organizations and people they know who might be interested in helping with

the mitigation plan. They should be asked to provide contact information at the first meeting so that the planning team can consider additional candidates to invite.



### Help! Do You Need a Consultant?

Decide if you need or want a consultant to assist you in the planning process. Although leading the mitigation planning process does not require formal training in planning, engineering, or science, sometimes it is necessary to hire someone to assist you in all or portions of the planning process. You may need assistance if:

- Your community does not have enough staff to devote someone to lead the process as part of their job duties;
- You wish to have targeted assistance in identifying hazards, risks, and vulnerabilities, and in performing loss estimates;
- You feel you need an outside facilitator to manage public meetings or to assist in goal setting or prioritizing; or
- No one in the community feels comfortable leading the planning process, or has the time to devote to it.

Hourly rates for planning consultants vary depending on their experience. In addition to private consultants, consider contracting with your regional planning agency, if one exists. Issues such as finding a consultant you are comfortable with, determining the scope of work, guidelines for how much of a role the consultant will have during the process, and how they will interact with the lay planners are all important to consider before hiring a consultant.

Many communities hire outside consultants to assist them in the coordination, facilitation, and implementation of the mitigation planning process. If your community decides to hire a consultant to assist with your mitigation plan, consider looking for a planner that:

- Understands that each community has unique demographic, geographic, and political considerations that need to be taken into account when creating a fully integrated mitigation plan.
- Understands all pertinent regulations and considerations as they apply to the mitigation plan (e.g., requirements of DMA 2000, state and local ordinances, and NFIP requirements).
- Recognizes that community input and public participation are keys to any successful mitigation plan.
- Is familiar with emergency management and multi-hazard mitigation concepts.
- Will provide you with the names and phone numbers of past clients.

For more information on hiring and working with a planning consultant, go to the American Planning Association Web site at [www.planning.org](http://www.planning.org), or see the additional Web sites and references that are listed in the Library in Appendix B.



## Specialized Planning Team Members

You have an opportunity to include planning team members who have specialized areas of expertise. For example, if your mitigation plan will include sensitive areas, lands with endangered species, or historic structures, you will want to include people representing these issues on your planning team. In addition, if you are including technological hazards in your mitigation plan, such as hazardous materials or terrorism, invite members with the background and expertise to identify appropriate mitigation measures to reduce the risks from these hazards.

As referenced in the Introduction, additional how-to guides will be prepared as special issues arise. These guides may suggest appropriate people or departments to include on your planning team to address these issues. Check the FEMA Web site or contact your State Hazard Mitigation Officer for new guides.

your team members and see what kind of candidates you identify:

- Who are the representatives of those most likely to be affected?
- Who might be responsible for what is intended?
- Who is likely to mobilize in support of the mitigation planning process? Against it?
- Who can make the planning process more effective through their participation or less effective by their nonparticipation or outright opposition?
- Who are the "voiceless" for whom special efforts may have to be made?
- Who can contribute financial or technical resources?

3. **Include stakeholder representation from the following groups.** Even if these groups decline to participate early on, keep them in mind for later participation and advice when you are further along in the planning process. Also, copy them on meeting notices and meeting minutes. The level of participation from each of the groups that follows can range from advisory to active participant.

- **Neighborhood groups and other non-profit organizations and associations.** These entities often act as advocates for citizens and can be essential in garnering support and local buy-in from citizens. These groups include neighborhood associations, housing organizations, watershed associations and other environmental groups, historical preservation groups, parent-teacher organizations, church organizations, and the local Red Cross.
- **State, regional, and local government representatives.** State, regional, and local agencies can provide local expertise and guidance on statutes and programs that can provide grants. In addition, local agency representatives from departments such as public works, recreation, fire, or public safety can provide the team with valuable technical expertise. Representatives from neighboring communities should also be included. Key state representatives include the State Hazard Mitigation Officer, Na-

tional Flood Insurance Program coordinator, State Coastal Zone Manager, State Geologist, State Climatologist, and other state agencies associated with the federal agencies mentioned below.

- **Businesses and development organizations.** Local businesses are vital to the economic health of the community. Involving local businesses and the local units of national or regional chains will help ensure that the local economy becomes more disaster resistant, and it will yield a larger resource base for project implementation.
- **Elected officials.** Elected officials can help validate the hazard mitigation program and process by providing visibility and political influence. These officials often can expedite legislative and budget considerations, proclamations and resolutions, and directives to local personnel and agencies.
- **Federal agency representatives.** Federal agencies can provide technical expertise, knowledge about government processes, guidance on federal programs and grants, and awareness about current trends in the area. These federal agencies can include the regional FEMA office, the district Army Corps of Engineers office, Economic Development Administration, Environmental Protection Agency, U.S. Fish and Wildlife Service, U.S. Geological Survey, National Weather Service, U.S. Department of Agriculture, and the Natural Resources Conservation Service (NRCS) planners. In coastal areas, the National Oceanic and Atmospheric Administration (NOAA) may be able to provide technical assistance on coastal issues.
- **Academic institutions.** Academic institutions can provide valuable resources to both state and local government mitigation planning. State universities are often engaged in research that addresses state, regional, or local issues, and they can provide the latest data related to your community or state.

If possible, a community or state planner should be identified to be the expert, guide, and facilitator of the planning process. Local, regional, or state government agencies such as the planning, housing, environmental, or transportation departments can also be

### Many graduate students may be interested in undertaking

a community or statewide social, environmental, planning, hazard mapping, or geological information initiative as their thesis or class project. A class instructor may also be willing to coordinate a class project that could assist a community or state in their hazard identification and risk analysis or planning needs. Collaborating with local universities and colleges could provide low to no-cost planning assistance and would provide students with hands-on experience. When considering this kind of assistance, be prepared to address the following issues:



- Can the project be completed within one or two semesters? If not, can the project be broken down into smaller tasks?
- Will there be a sufficient amount of guidance and internal organization to enable the instructors and students to perform the projects successfully?
- Understand that the students will need guidance in understanding and adhering to any regulations.

valuable resources when looking for professional planners. Regional economic development and planning districts may be particularly active in your state and could facilitate the planning process. These planners work daily with planning processes, planning resources, and plan development. Therefore, they are familiar with the legislative and political framework in which the mitigation plan must operate. It is also beneficial to have a plan leader with experience chairing other committees, ideally other planning committees. This helps greatly in all steps of the planning process.

**States may decide to identify**

specific state or regional planning resources to support local plan development. The state can help local communities to identify planning team members and should participate in some way on the planning team.



Communities and states should also consider looking for candidates with spirit, enthusiasm, and the time to dedicate to the initiative. Look towards the leaders and advocates who are already involved with activities to improve the quality of life in the community.

**Task B. Obtain official recognition for the planning team.**

Your individual community must decide whether this planning team will serve only as an advisory committee or if it will be a decision-making body. Either way, your planning efforts will be more successful if your team is designated with the official authority to develop a mitigation plan. Your planning team should consider obtaining official recognition in the form of a council resolution, a proclamation, a Memorandum of Agreement (MOA), or a Memorandum of Understanding (MOU). This recognition can go a long way toward demonstrating community or state support for mitigation action, and it greatly increases the plan's chances of being formally adopted.

**Task C. Organize the team.**

1. **Have an informal kick-off.** Once potential candidates have been identified, it is important to convene the group to enlist their participation and educate them about hazard mitigation planning. This meeting should generate a sense of teamwork among individuals who may not be used to working together, or who come from different backgrounds or have different values and interests. The first meeting should focus on creating a mood for learning rather than jumping directly into problem solving. Participants will probably come to this first meeting with preconceived notions of what they already know about hazards and what they think can be done about them.





## Memorandum of Understanding

*The following provides an example Memorandum of Understanding (MOU) for a typical planning effort where the community government is being represented by the Planning Department, which serves as the lead staff resource for the community. Reading and signing a similar MOU should be one of the first tasks of the planning team.*

### I. Purpose

As part of the Community Mitigation Planning Program, a Memorandum of Understanding (MOU) must be executed between the **[insert community name]** and the authorized citizen representative of the **[insert planning team name]** planning area. The plan created as a result of this MOU will be presented to the Planning Commission and City Council for adoption.

When adopted, plans provide guidance to city boards, commissions, and departments. Adopted plans serve as a guide and do not include a specific financial commitment by the city. All adopted plans should address land use, community facilities, and transportation networks. Priority projects are considered for recommendation as a part of the Annual Improvement Project Report. This report is forwarded to the City Council.

The intent of this MOU is to ensure that the mitigation plan is developed in an open manner involving neighborhood stakeholders, and that it is consistent with city policies and is an accurate reflection of the community's values. Its purpose is to form a working relationship between the citizens of **[insert community name]** and the **[insert community name]** Planning Department.

This MOU sets out the responsibilities of all parties. The MOU identifies the work to be performed by the planning team and Planning Department. Planning tasks, schedules, and finished products are identified in the Work Program.

### II. Responsibilities

A general list of responsibilities follows:

#### COMMUNITY PLANNING TEAM RESPONSIBILITIES

1. Ensure that the planning team includes representatives from the neighborhood stakeholders groups, including all residents, neighborhood associations, community groups, property owners, institutions, businesses, schools, etc. The Planning Director should approve the final composition of the planning team.
2. Develop the Work Program with the *Planning Department*.
3. Organize regular meetings of the planning team in coordination with the *Planning Department*.

4. Assist the *Planning Department* with organizing public meetings to develop the plan.
5. Identify the community resources available to support the planning effort, including people to serve as meeting facilitators and committee chairs.
6. Assist with recruiting participants for planning meetings, including the development of a mailing list, distribution of flyers, and placement of meeting announcements in neighborhood newsletters.
7. Gain the support of neighborhood stakeholders for the recommendations found within the plan.
8. Submit the proposed plan to the city for interdepartmental review.
9. Work with the Planning Department to incorporate interdepartmental comments into the proposed plan.
10. Submit the proposed plan to the Planning Commission and City Council for consideration.
11. After adoption, develop a Coordinating Committee to monitor and work toward plan implementation.
12. After adoption, publicize the plan to neighborhood interests and ensure new community members are aware of the plan and its contents.

#### PLANNING DEPARTMENT STAFF RESPONSIBILITIES

1. Assign a planning staff member to provide technical assistance and necessary data to the planning effort.
2. Coordinate and facilitate community meetings with the assistance of the planning team.
3. Provide any necessary materials, handouts, etc., necessary for public planning meetings.
4. Work with the planning team to collect and analyze data and develop goals and implementation strategies.
5. Provide assistance with the creation of the plan, including review, editing, and formatting.
6. Coordinate with other city departments, public agencies, and other stakeholders during plan development.
7. Coordinate the city interdepartmental review.
8. Prepare for plan consideration by the Planning Commission and City Council.

#### Director of Planning

Name: Signed after selection

Signature:

Date:

#### Planning Team Chair

Name: Signed after selection

Signature:

Date:



### During subsequent meetings,

you may want to spice up the meeting by watching a short video or conducting a "what if" exercise to find out what locations or assets may be vulnerable to hazards. Information on conducting tabletop mitigation exercises or a list of videos can be found on the FEMA Web site or the FEMA publications warehouse at 1-800-480-2520.



### A few simple guide rules

should be posted somewhere in the room, and should include each of the following guidelines:



- Everyone participates fully
- All input is honored
- Keep your personal agendas outside of the team
- One colleague speaks at a time
- Be honest and speak what's on your mind
- No one is ridiculed or made to feel unimportant
- Look for connections
- Trust the process
- Have some fun

The first gathering should be relaxed, friendly, and brief. The meeting should focus on an introduction of the team members, what the meeting is for, and what the team wants to accomplish. This first meeting should include a discussion of roles and responsibilities, decision-making processes, conflict resolution strategies, administrative procedures, financial management, and communication strategies. Consider showing a video about planning (floodplain planning, for example) as this could help orient the participants and provide background information on why planning is important. These issues are essential to sustaining the planning process over the long run. When possible, a representative from the state should provide an overview of mitigation planning and DMA 2000 or other applicable requirements. Over the course of the next few meetings, it would be helpful for the team to create a chart of the planning process that includes a timeline. The chart should describe who is responsible for what and when, what each member's roles are, and how each party's contribution is related to the overall process. The chart should not remain static; it should be continually updated and revised as the planning process progresses.

2. **Prepare for the first formal meeting.** Before the first formal meeting is convened, the team leader should determine the local procedural requirements for these meetings. These laws usually concern whether the team can have closed meetings, whether the records and minutes must be available to the public, and whether there must be public notices of the meetings. The team leader or chair of the planning team should also help develop issues and points of discussion for the first meeting from the information it has collected. An agenda should be developed and sent to the members before the first meeting. Someone should be designated for each of the three roles that are vital to conducting meetings: the chair, a facilitator, and someone to record all of the information. These roles should have been appointed prior to the first formal meeting.

A designated team member or two should also begin to gather data and information about things like the resources the community has available, the date of the most recent disaster, damage estimates from the most recent disaster, etc.





3. **Develop a mission statement.** The planning team is now ready to develop a mission statement that will describe the overall purpose of developing the mitigation plan. Often the term "mission" is used interchangeably with "vision." However, the mission statement is about the plan's purpose while the vision statement is about where your community wants to be in the future as an outcome of your mission. You may choose to develop both. Developing a mission statement is the first step toward developing goals to guide you in accomplishing your mission. Subsequently, you will develop objectives and activities to support these goals. Goals and objectives will be discussed in more detail in *Developing a Mitigation Plan* (FEMA 386-3).

Developing a mission statement will help team members to understand what outcomes they want to achieve. This step will help build a common understanding of the purpose of the plan. The central theme for your mission statement should acknowledge in some way that a specific problem exists and that there are ways to solve it. The mission statement should answer the following questions:

- Why is the plan being developed?
  - What does the plan do?
  - For whom or where?
  - How does the plan do this?
4. **Establish responsibilities.** Each planning team member should have a clear understanding of what is expected of them as a member of the team, what they can expect from the team and the planning process, and how much time they will need to dedicate to the initiative. Team members should have answers to each of the following questions:
- What do you see as your role and responsibility in this initiative?
  - To be successful, what do you need from the rest of the team?
  - To be successful, what do you need to give to the team in return?
  - How do you see the plan contributing to the betterment of the community?



## Mission and Vision Statements

Mission statements describe the overall duty and purpose of the planning process. Vision statements describe the ultimate outcome that you strive for through your mission.

### North Carolina Natural Hazards Mitigation Plan (August 2001)

- Mission statement – To make North Carolinians, communities, state agencies, local governments, and businesses less vulnerable to the effects of natural hazards through the effective administration of hazard mitigation grant programs, hazard risk assessments, wise floodplain management, and a coordinated approach to mitigation policy through state, regional, and local planning activities.
- Vision statement – Institutionalize a statewide hazard mitigation ethic through leadership, professionalism, and excellence, leading the way to a safe, sustainable North Carolina.



### Documentation of the planning process,

including public involvement, is required to meet DMA 2000 (see 44CFR §201.4(c)(1) and §201.6(c)(1)). The plan must include a description of the planning process used to develop the plan, including how it was prepared, who was involved in the process, and how other agencies participated. A description of the planning process should include how the planning team or committee was formed, how input was sought from individuals or other agencies who did not participate on a regular basis, what the goals and objectives of the planning process were, and how the plan was prepared. The description can be in the plan itself or contained in the cover memo or an appendix.

**DMA**

- What specific things will this committee do to ensure such an outcome?
5. **Assign key roles and provide job descriptions to team members.** Assignments should be broad to accommodate future growth of the team. A focus that is too narrow in scope could require reorganization after the size of the team increases. Also, community professional staff or a consultant could perform some of these functions as well. Types of roles include:
    - Developing public information
    - Public outreach to special interest groups
    - Technical assistance from agencies or departments that are involved
    - Meeting location planner
    - Meeting documentation – One person should keep a record of all meeting minutes, voting and attendance records, resolutions of the team, open public meetings, and research work summaries. The designated member may also be in charge of posting notices for meetings and press releases. Keeping good records will provide documentation to support the team's decisions and provide evidence that the decisions were well considered. Your team might want to tape the meetings for easier and more complete record keeping. Minutes should be provided to each member of the partnership, including members who are not present at the meetings. Communication networks that provide access to the information, such as email or a Web page, can be established.
  6. **Establish a regular meeting schedule.** During initial meetings, the team should decide upon a meeting schedule that is frequent enough to hold the team's interest, but flexible enough so that team members do not burn out early in the process. Scheduling outside field trips and visits to nearby towns and communities are good ways to give team members first-hand knowledge of problems in the area, and they can also help break the monotony of meetings. Have one team member create a calendar of meeting dates, times, and locations and send a copy to all team members.



Initially, the team will require frequent meetings to organize the process and to further define the mission and responsibilities of the team. Later, the structure of the workgroups, projects, grant applications, and disaster events will determine the frequency of the meetings. One of the goals of any mitigation planning team should be to increase coordination among its members so that it almost becomes second nature whether the meeting structure is formal or relaxed.

7. **Set goals for each meeting.** To ensure focus, the meeting facilitator should set goals for each meeting and share these goals with the group. When setting meeting goals, be sure that the following questions are addressed:
  - How will I measure the success of this meeting—what specific things need to be seen or heard?
  - Are we making progress?
  - What will participants take away from the meeting? What will be its value?
  - If this meeting were a press event, what headline would I want to come out of this meeting?
8. **Set future meeting agendas; keep it action-oriented.** Urge members to submit future agenda requests that outline what the individual would like the planning team to do, why he or she would like the planning team to do it, and what benefit it will bring to the planning team and project as a whole. This prevents unnecessary agenda items that can be handled on an individual or subgroup basis and reveals topics that need to be further developed before they are submitted to the entire planning team.
 

When developing the agenda for team meetings, use action-oriented words that not only state what you are going to talk about, but connote activity and outcomes. This will help keep your meeting focused and cut down on time. Examples of a few action-oriented words are: *recruit, evaluate, decide, assess, monitor, appoint, select, determine, recommend, publicize, follow-up, write, send, design, and publish.*
9. **Set timelines for projects to be completed.** Timelines are critical to the success of a hazard mitigation team. They keep the team focused on its mission and serve as a method to measure progress.



### Actual terminology can vary

from planning team to planning team. Whether your team has workgroups, subcommittees, or task forces, the function of these groups is the same.



### Example planning team

committees or workgroups include:

- Risk Assessment
- Infrastructure
- Critical Facilities
- Land Use Planning and Zoning
- Businesses



10. **Consider forming subcommittees or workgroups.** One option for organizing members of the planning team is to create workgroups or subcommittees. Workgroups or subcommittees that meet independently of the full planning team focus on one central issue and usually provide the leadership, research, and plan-writing responsibilities for that issue. Many planning teams choose to use the workgroup/subcommittee option for several different reasons. Some planning teams use workgroups or subcommittees to concentrate participants with similar interests or expertise into one group. Others use them to foster more organized and productive meetings than an assemblage of the entire team would provide. Other planning teams choose workgroups or subcommittees simply to help prevent "burnout" caused by participating in too many meetings.





## Look out for Common Planning Pitfalls

Sometimes planning teams experience difficulty working together as a unified group. These problems can result from a lack of commitment to the cause, unclear missions or goals, personality conflicts, personal agendas, or ill-defined roles for the team members. Most of these problems will work themselves out over time, but on rare occasions, this difficulty could threaten the very existence of the group, or the ability to achieve the team goals. This may happen explosively through conflict or quietly through indifference. If this occurs within your team, consider trying different strategies to get the team back on track.

### 1. Recognize the constraints and limitations of a public-private relationship.

The concept of public-private partnerships is still a relatively new concept for planning. The diversity of these stakeholders will add complexity to the relationships and could cause increased tensions among team members. The team must be alert to possible tensions of any kind and should be prepared to take immediate action to address the issue before it becomes a major impediment to the team's efforts. Problems will arise when team members

perceive an inequality of power, have a lack of trust of other team members, are unclear about their roles, or do not feel that their expectations for the planning process are being met in any way.

When dealing with government agencies there are laws, regulations, and procedures that their representatives are expected to follow. The private sector may also have constraints and limitations on how they can operate in a partnership relationship from issues such as serving as boards of directors, company policies, grant restrictions, and legal regulations. Small businesses may be limited in the amount of resources they can contribute and the amount of time they can devote to the partnership. Recognizing and understanding the constraints and limitations of both sides through discussions and strategies to address the issues will enable the team to function more effectively.

### 2. Check level of understanding.

Some information that will be discussed during the team meetings will be somewhat technical, but critical to the success of the mitigation planning process. Ask questions of the participants to make sure they understand everything that is discussed and why it is important before mis-

understandings become a barrier to further progress.

### 3. Go back to the drawing board.

The planning team or chair of the planning team may need to determine whether the proper team members have been invited to participate, to define more clearly the purpose and direction of the hazard mitigation team and its roles.

### 4. Check on the speed of the planning process.

Too much time between meetings or steps in the planning process may cause the team to lose interest. The team may want to consider assigning homework for each member before the meetings so that more work can be completed in less time, and by tightening up deadlines to finish the planning process more quickly.

### 5. Conduct icebreaker exercises at the beginning and middle of each meeting.

Icebreakers such as mental or physical games or exercises can enhance creative thinking and help create a relaxed, more informal atmosphere.

### 6. Appoint or hire a trained facilitator to run meetings.

Facilitators are skilled professionals who help meetings run more smoothly and efficiently, and help keep the focus of meetings on track.



# The Hazardville Post

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## Planning Committee Looks for Members

[Hazardville, EM] The Hazardville Mitigation Committee is seeking new members.

Mr. Joe Norris, Planning Department Director and Chair of the newly formed Town of Hazardville Organization for Risk Reduction (THORR), stated; "In forming this committee we are looking for people who want to plan for the future and support the idea of planning before a disaster strikes, which is the only way to truly make our community safer, healthier, and more economically resilient."

Mr. Norris was tasked with organizing a committee to create a hazard mitigation plan. The committee should include stakeholders or people directly affected by disasters. Although there is no "best way" to single these people out, Mr. Norris

said he is looking for people willing to support the mitigation planning process as well as those with access to financial and/or technical resources. He is enlisting the help of neighborhood associations, housing organizations, local environmental groups, historical preservation groups, and the local American Red Cross in order to generate a successful and well-integrated mitigation plan.

Mr. Norris said when interviewed, "Team members should have a clear understanding of what is expected of them and how much of his or her time will be needed or dedicated to the initiative. I want potential team members to walk away from any given meeting or forum feeling that they have helped Hazardville on the road to establishing a successful

mitigation plan that will reduce losses from future disasters."

"We need to develop a mission statement and a vision that will unite the committee, and ultimately the community. We need to build a relationship that is based on an understanding and commitment to achieve a positive outcome for current and future generations who live and work in Hazardville."

A proposed work plan and schedule, which will be reviewed and agreed upon by the planning committee, is included at the end of this article. This should give residents an idea of the planning process and the actions that the committee will be responsible for. If you are interested in participating, please call Joe Norris at (888) 222-1111.





## **Draft Work Plan**

### **Hazard Identification, Analysis and Risk Assessment (June '02 – October '02)**

- Project Initiation Meeting
- Public Meeting #1
- Hazard Identification
- Hazard Events Profile
- Community Asset Inventory
- Risk Assessment/Loss Estimation
- Progress and Coordination Meetings

### **Capability Assessment (June '02 – October '02)**

- Plans, Policies, and Programs Examination
- Assessment of Previous Mitigation Activities
- Identification of Resources
- Public Meeting #2
- Progress and Coordination Meetings

### **Assessment of Alternative Hazard Mitigation Measures and Needs (November '02 – January '03)**

- Develop Goals and Objectives
- Research of Mitigation Alternatives
- Progress and Coordination Meeting
- Evaluate the Mitigation Measures
- Mitigation Recommendations
- Public Meeting #3

### **Development of Implementation Strategy (February '03 – May '03)**

- Progress and Coordination Meetings
- Mitigation Action Plan
- Public Meeting #4
- Public Hearing: present the draft Hazard Mitigation Plan
- Final Presentation: elected and appointed officials or other designated forum

### **Production of Final Plan (March '03 – May '03)**

- Draft Plan
- Final Plan
- Adoption of plan by Planning Committee and City Council

### **Ongoing Activities (ongoing from June '03)**

- Plan Evaluation
- Plan Updates
- Incorporate changes into plan



## Work Schedule

Task	2002							2003				
	6/30	7/31	8/31	9/30	10/31	11/30	12/31	1/31	2/28	3/31	4/30	5/31
Hazard Identification & Vulnerability Assessment												
Capability Assessment												
Alternative Mitigation Measures												
Implementation Strategy												
Planning Team Meetings	#1	#2		#3		#4		#5		#6		
Public Meetings		#1			#2		#3		#4			
Draft Mitigation Plan												
Public Hearing											✓	
Adoption of Plan by Planning Committee and City Council												✓



*In establishing a planning team, you want to ensure that you have a broad range of backgrounds and experiences represented. Below are some suggestions for agencies to include in a planning team. There are many organizations, both governmental and community-based, that should be included when creating a local team. In addition, state organizations can be included on local teams, when appropriate, to serve as a source of information and to provide guidance and coordination.*

*Use the checklist as a starting point for forming your team. Check the boxes beside any individuals or organizations that you have in your community/state that you believe should be included on your planning team so you can follow up with them.*

**Task A. Create the planning team – Suggestions for team members. Date: \_\_\_\_\_**

**Local/Tribal**

- ☐ Administrator/Manager's Office
- ☐ Budget/Finance Office
- ☐ Building Code Enforcement Office
- ☐ City/County Attorney's Office
- ☐ Economic Development Office
- ☐ Emergency Preparedness Office
- ☐ Fire and Rescue Department
- ☐ Hospital Management
- ☐ Local Emergency Planning Committee
- ☐ Planning and Zoning Office
- ☐ Police/Sheriff's Department
- ☐ Public Works Department
- ☐ Sanitation Department
- ☐ School Board
- ☐ Transportation Department
- ☐ Tribal Leaders

**Special Districts and Authorities**

- ☐ Airport and Seaport Authorities
- ☐ Business Improvement District(s)
- ☐ Fire Control District
- ☐ Flood Control District
- ☐ Redevelopment Agencies
- ☐ Regional/Metropolitan Planning Organization(s)
- ☐ School District(s)
- ☐ Transit/Transportation Agencies

**Others**

- ☐ Architectural/Engineering/Planning Firms
- ☐ Citizen Corps
- ☐ Colleges/Universities
- ☐ Land Developers
- ☐ Major Employers/Businesses
- ☐ Professional Associations
- ☐ Retired Professionals

**State**

- ☐ Adjutant General's Office (National Guard)
- ☐ Board of Education
- ☐ Building Code Office
- ☐ Climatologist
- ☐ Earthquake Program Manager
- ☐ Economic Development Office
- ☐ Emergency Management Office/State Hazard Mitigation Officer
- ☐ Environmental Protection Office
- ☐ Fire Marshal's Office
- ☐ Geologist
- ☐ Homeland Security Coordinator's Office
- ☐ Housing Office
- ☐ Hurricane Program Manager
- ☐ Insurance Commissioner's Office
- ☐ National Flood Insurance Program Coordinator
- ☐ Natural Resources Office
- ☐ Planning Agencies
- ☐ Police
- ☐ Public Health Office
- ☐ Public Information Office
- ☐ Tourism Department

**Non-Governmental Organizations (NGOs)**

- ☐ American Red Cross
- ☐ Chamber of Commerce
- ☐ Community/Faith-Based Organizations
- ☐ Environmental Organizations
- ☐ Homeowners Associations
- ☐ Neighborhood Organizations
- ☐ Private Development Agencies
- ☐ Utility Companies
- ☐ Other Appropriate NGOs

**1** assess  
community  
support

**2** build the  
planning  
team

step **3** engage the  
public

